The Social Process

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The Project Process

Concept → Development → Implementation → Support

The Social Process

Personal Skills → Interpersonal Skills → Communication Skills
Projects are Teamwork
A Construction Project was reviewed for a year:

- About 1,500 mistakes were recorded
- Cost caused by the mistakes made = 6% of project budget
- 80% of the cost were represented by 20% of the mistakes

Per-Erik Josephson, Chalmers University, 1994
Cost for mistakes distributed by cause

- Commitment: 55%
- Knowledge: 23%
- Communication: 13%
- Stress: 5%
- Other Matters: 4%

Per-Erik Josephson, Chalmers University, 1994
Project Partnering:
- a commitment between the owner, consultants, architect, contractor(s)
- to improve communications, avoid conflicts
- working together towards shared and common goals and objectives

- builds goodwill and trust
- encourages open communication
- enables the parties to resolve problems
- minimize disputes by conflict management
The Social Process - Team Work

Success factors?
The Social Process

The Individual
Personal Characteristics

The Team
Interpersonal Characteristics

Team Dynamics
Team Building
Have you ever applied for a job?

What about selection criteria?
### Personality Profile - Building Teams

**IDI - Interpersonal Dynamic Inventory**

<table>
<thead>
<tr>
<th>Relator</th>
<th>Motivator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Processor</td>
<td>Producer</td>
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- better understand your own behavior on others
- better understand the behavior of others
- establish more productive relationships with others
- improve cooperation within and between groups
## IDI - Interpersonal Dynamic Inventory

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| + Coordinates the group  
+ Cares about relations  
+ Compromises  
+ Understanding  
- Afraid of conflicts  
- Indecisive  
- Lack of ideas  
- Follower/Ingratiating  |
| + Charismatic  
+ Selling/Convincing  
+ Innovative  
+ New ideas/projects  
- Do not reach conclusions  
- Short-termed solutions  
- Insufficient control  
- Insufficient delimitations  |

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| + Careful, exact  
+ Precise, accurate  
+ Well-organised  
+ Finalizes/concludes  
- No comprehensive view  
- Conservative  
- Limited initiatives  
- Bureaucratic  |
| + Result-orientated  
+ Driving/Efficient  
+ Focused  
+ Determined  
- Bad listener  
- Action before consideration  
- Busy/eager  
- Not considerate  |
Adizes – Management Styles

Describes a person’s management styles:
- To be aware of the characteristics of effective performance

To achieve balance among the management roles of PAEI:
(P) Producing results for which the organization exists
(A) Administering for systematized efficiency
(E) Entrepreneurizing for proactive change
(I) Integrating the parts of the organization for long-term viability
The Adizes Test of Management Roles
(Paei) The Producer

Characteristics:
- Has the drive/discipline it takes to reach results
- Is direct and to the point
- Impatient
- Active and busy - attracted to high-intensity departments
- Little time for idle small talk
- Too busy to attend meetings
- Acts behind the scene – gets the work done

Ichak Adizes
(pAei) The Administrator

Characteristics:
- Ensures that rules are in place and followed
- That plans are made and adhered to
- Is precise and accurate
- Make sure things are done "right"
- Analytical and logical
- Prefer tasks that require systemic thinking and precision
Characteristics:
- Full of ideas
- A visionary with dreams
- Generate ideas for new projects
- Leads others to work with new ideas
- Creative and willing to take risks
- Bored with short-term tasks - prefer long-term visions
- Often charismatic
- Initiates new ideas – before completing ongoing tasks
- Dislike administration and routine work

Ichak Adizes
(pael) The Integrator

Characteristics:
- People-oriented
- Value social harmony
- Focused on peacemaking and teamwork
- Empathetic
- The first to cooperate in helping with tasks or problems
- Prefer to work by consensus
- Attracted to people-oriented occupations, HR
- Not results oriented
- Does not initiate new ideas
- Afraid of conflicts
Adizes - Management Styles

Everyone has a blend of these personality style - skills in all four areas.
Nobody is equally strong in all four areas
Everyone has at least one, often two, dominant styles
The Island
The Faces
Values – Opinions

Opinions

Personal Values
Teambuilding – getting to know one another

Consciousness - about yourself and others

- to help people better understand their interpersonal communication and relationships
  (by Joseph Luft and Harry Ingham, 1955, US)
Selecting the Project Team

- Disciplinary Knowledge
- Interpersonal Skills
- Personal Skills
Prisoners’ Dilemma
# Team Development

**The new borne group:**
(Do I fit in this group? Does the group fit me? Group Standards?)

<table>
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<th>Me</th>
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**The “teenager”-group:**
(Group structure, roles are made clear)

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**The Mature group:**
(peace, trust, balance)

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Phase 1: (in-out)
- No conflicts
- Politeness
- Main focus on trying to get a grip on the other group members

Phase 2: (up-down)
- Conflicts
- Subgrouping
- Main focus on positioning one self.

Phase 3: (close-far)
- Harmony
- Main focus on the task
The Social Risk Analysis – Step by Step

Step 1: Identification of Common Issues of Analysis

Step 2: Self-Conception (individual self-analysis)

Step 3: Identification of Potential Conflict Areas

Step 4: Agreement on Fundamental Principles for the Teamwork

Step 5: Recurrent Review the Social Risk Analysis

Step 6: Assessment and Concluding Report of the Social Process

- Priorities (job, family, etc.)
- Work conditions
- Personality
- Behavior (Co-operation…)
- Ambition level
- …
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